



9 Critical Success Factors for Redesign Projects

Redesign requires a fundamental rethinking and radical changes to achieve breakthrough performance. Processes under review cross through many functional departments, and require energy to break down the traditional barriers between departments and misaligned goals that may have developed over many years.

The key success factors are:

1. **Clear and Elevating Goals.** Align process improvement with established strategic goals, reinforcing the compelling need for change.
2. **Sponsorship from the top.** Leaders need to be engaged and communicate the importance of the redesign to all staff. Leaders provide support, resources, recognition, and measures.
3. **Cross-Functional and cross-level teams.** Develop unified commitment. These cross functional teams provide varying perspectives.
4. **Neutral facilitation.** Reinforce the compelling need for change and remove the biases between departments. Facilitate proven methods for rapidly improving processes.
5. **Involve all members in training.** Provide team training, process improvement training and change management to all members involved to insure their success as well as to build these competencies into the organization for future process improvement projects.
6. **Change management.** Prepare staff for changes in the culture the mindset, the skills and the organizations.
7. **Focus on Customers.** Develop the value propositions for each customer segment to drive quality and profits.
8. **Focus on Communications.** Insure alignment during times of change through timely feedback and information sharing. Build a collaborative climate.
9. **Analyze and Design at the right level of detail.** Avoid analysis paralysis. Keep the process moving forward and provide the needed level of detail so that everyone in the organization can understand the process and the part they play in the process.